

THE EFFECT OF JOB SATISFACTION, WORK ENVIRONMENT, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE IN THE PRODUCTION SECTION OF PT XYZ LAMPUNG

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ABSTRACT

This study aims to analyze the level of job satisfaction, work motivation, employee performance, and the condition of work environment; the magnitude of the influence of job satisfaction and work environment on employee performance both direct and indirect; and the magnitude of the influence of work motivation on employee performance. Data collection was carried out at PT XYZ Lampung from December 2022 to January 2023. This research was conducted using survey method involving 63 employees of production department. The data gathered from survey were analyzed using descriptive analysis and path analysis. The results show that production employees are satisfied with their jobs at PT XYZ. Meanwhile, work motivation, employee performance, and work environment are categorized as good. This study indicates that job satisfaction has a greater direct effect through work motivation on employee performance. In reverse, the work environment has a greater indirect effect on employee performance, both through work motivation and job satisfaction.

Key words: employee performance, job satisfaction, path analysis, work environment, work motivation

Received: 6 January 2025

Revised: 12 August 2025

Accepted: 20 August 2025

DOI: <http://dx.doi.org/10.23960/jiia.v13i3.10195>

INTRODUCTION

The potential of Indonesian human resources is considered as one of the main assets in advancing the country towards the status of a developing country. According to the Badan Pusat Statistik (2022), Indonesia has about 144.01 million people in the labor force, and 208.54 million people of working age (69.06%). The number of labor needs to be managed optimally. Effective management will foster national economic growth and enhance people's welfare. Effective labor management can be implemented through human resource management at the company level.

Human resources (HR) is one of the most important assets for every company. To achieve maximum results, companies need to pay attention to and utilize their human resources optimally. Therefore, good human resource management is required in managing, organizing, and carrying out all activities in the company, to make the other resources runs efficiently and effectively to achieve the company goals (Hasibuan 2018).

Human Resource Management (HRM) serves as a fundamental pillar in fostering organizational growth and ensuring sustainable development in the face of increasingly intense industrial competition

(Mukhuty et al. 2022; Panjaitan et al. 2023; Rudihartati and Dwiono 2025). PT XYZ exemplifies a company that has effectively implemented strategic HRM practices, which are reflected in its notable business advancement. This progress is demonstrated through the company's sustained operations and its successful diversification of products, currently reaching a portfolio of 35 distinct items. In addition, the company places a strong emphasis on maintaining high standards of product quality throughout its production processes. This commitment to excellence has enabled PT XYZ to attain ISO 9001 certification, signifying adherence to internationally recognized quality management standards.

PT XYZ supplies a variety of export-oriented food and beverage products to local and national markets. To fulfill the demand for its products, the production employees are in charge of producing regularly and developing the company's products. The company's annual production target is 2,880 tons. However, in its achievement, production tends to fluctuate and has not been fully realized by production employees, especially non-permanent daily employees (contracts) who are directly related to the production process operationally based on the company's working days or hours.

To establish high productivity in terms of quantity and quality of production, the company needs to manage the performance of the employees. This is because employee performance represents the quality of competence possessed by employees to achieve company goals (Adamy, 2016). The work performance of the company employees is affected by various factors to improve. According to the research conducted by Charli *et al.* (2020), employee performance is influenced by job satisfaction, work environment, and work motivation.

It is believed that unmaimized job satisfaction, can reduce the employee motivation to work. The uncomfortable work environment makes employees unmotivated at work place. Unappropriate work environment is one of factors that can lower the sense of satisfaction of employees at work. In this regard, the company should put more concern on job satisfaction, work environment, and work motivation to enhance the employee performance in carrying out the duties.

Based on the background and the existing problems, the research is important to assess the impact of job satisfaction, work environment, and work motivation on the performance of PT XYZ's production employees. The purpose of this study is to (1) analyze the level of job satisfaction, work motivation, and employee performance, as well as the condition of the work environment, (2) analyze the effect of job satisfaction and work environment either directly or indirectly on employee performance, and (3) analyze the effect of work motivation on employee performance.

RESEARCH METHOD

The research method applied in this research was a survey method. The research location was at PT XYZ Lampung. The location was chosen purposively with the consideration that PT XYZ is one of the large companies in Lampung engaged in the food processing industry sector that has an international scale in supplying high-quality food and beverage products, and the company conducts employee performance appraisals every three months.

The sample determination in this research was performed using the Slovin formula, resulting in a sample of 63 non-permanent daily production employees from a total population of 167 individuals, with a 10 percent margin of error. In addition, the employee's supervisor that concerned

as a performance appraiser of the employee, has also became the respondent.

The data collected in this study were primary data and secondary data. Primary data were included job satisfaction, work environment, work motivation, and employee performance obtained through direct interviews used the questionnaires that have been tested for validity and reliability. Secondary data was obtained from the company that including the number of employees, company production, and others related data, BPS (Central Bureau of Statistics), research journals, and literatures.

The data analysis methods in this study were consisted of descriptive analysis and path analysis. Descriptive analysis was utilised to analyze job satisfaction, work environment, work motivation, and employee performance. Descriptive analysis was employed to evaluate the levels of job satisfaction, work motivation, employee performance, and work environment conditions. Each variable was analyzed by grouping the data into five categories. Determination of category classes was performed using the following formula:

$$RSK = \frac{(JR \times JB \times ST) - (JR \times JB \times SR)}{JK} \dots\dots\dots(1)$$

Description:

- RSK = Category score range
- JR = Number of respondents
- JB = The quantity of question items
- ST = The Highest score
- SR = The Lowest score
- JK = The Number of categories

After determining the interval class, the categorization of each variable was carried out by dividing it into five distinct category levels, as illustrated in Figure 1.

To address the second and third research objectives, path analysis was employed. Therefore, the data collected is converted from ordinal to interval scale using the Method of Successive Interval (MSI) using Microsoft Excel.

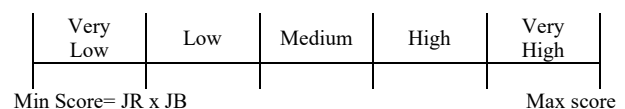


Figure 1. Variable categorization line

A classical assumption test was performed in the first place before conducting the path analysis to -

Table 1. Distribution of respondents' answers on job satisfaction variables

No.	Dimensions	Σ Score	Σ Indicator	Category
1	The occupation itself	433	2	Good
2	Wages/salary	431	2	Good
3	Supervision	524	2	Good
4	Work group	517	2	Good
5	Workplace	523	2	Good
Total		2.428	10	

ensure that the resulting regression model was accurate in estimation, unbiased, consistent, and efficient in estimating the regression coefficients. These conditions were essential to ensure the validity of the research findings. The classical assumption tests included the normality test, multicollinearity test, and heteroscedasticity test. These tests were conducted using SPSS version 24.

Further, data analysis is in the form of path analysis was utilised to analyze the direct and indirect effects of job satisfaction, work environment, and work motivation variables on employee performance. Path analysis produces path coefficients (ρ) which were standardized regression coefficients called *beta*. The path coefficient showed the direct effect of an independent variable on the dependent variable in a particular path model. The direct effect can be seen in the path coefficient from the exogenous (independent) variable to the endogenous (dependent) variable, while the indirect effect can be found by multiplying the path coefficient of the exogenous variable on the intermediate variable (mediation) by the path coefficient of the intermediate variable on the endogenous variable (Duryadi 2021).

RESULT AND DISCUSSION

The Employee Characteristics

The employee characteristics described in this study are included age, gender, latest education, and length of service. Employees are generally at a productive age with the largest percentage being in the age range of 27-30 years, which is 25.40 percent. The gender of employees determines the severity of

a job in terms of division of labor and the company's employees are dominated by women by 60.32 percent.

Employees have generally been formally educated for 12 years or have graduated from SMA /SMK with a percentage of 73.02 percent. The length of work of most employees is in the second extension of the employment contract (2 to 4 years) at 46 percent, which is for three years after having previously been extended for one year since the beginning of the employment contract for three months (trial period).

The Job satisfaction

Job satisfaction in this study measures the satisfaction of the employee at production department at PT XYZ. The measurement of this variable is based on the theory of Luthans (2011), five dimensions, including the criteria of the job, wages/salary, supervision, workgroup, and workplace. The distribution of respondents' answers to the job satisfaction variable is shown in Table 1.

All dimensions of the job satisfaction variable are in the good category. The highest score is in the supervision dimension with a total score of 524. This shows that the supervision activities carried out by the company for production employees are well implemented. The lowest score is obtained in the salary dimension, which is 431. In this case, the company should pay more attention related to employee salaries, especially in terms of payment so that they can be more timely in the future.

Determination of the category class is based on the number of indicators of job satisfaction variables of 10 items, from 63 respondents, so that the interval in each category is 504 with a minimum score of 630 and a maximum score of 3,150. After that, the total answer score of 2,428 can be classified through the categorization line in Figure 2.

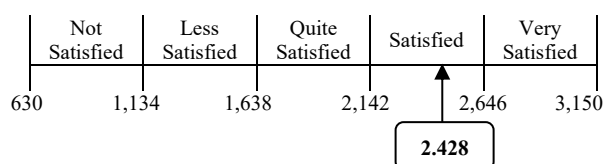


Figure 2. Job satisfaction categorization line.

Table 2. The distribution of respondents' answers on work environment variables

No.	Dimensions	Σ Score	Σ Indicator	Category
1	Temperature	209	1	Quite
2	Air circulation	433	2	Good
3	Lighting	246	1	Good
4	Noise	508	2	Normal
5	Relationship between employees	264	1	Good
6	Employee relationship with superiors	237	1	Good
Total		1.897	8	

The categorization results show that job satisfaction is included in the satisfied category and its achievement is 77.08 percent. This explains that job satisfaction in employees while working at the company is categorised as good. Thus, it can be concluded that the company pays attention to job satisfaction for the employees, which can affect the performance of the production employees. In contrast, the research of *Ya'qub et al.* (2019) shows that job satisfaction is included in the very satisfied category for rubber-tapping employees at PTPN VII Way Berulu Business Unit. This is because PTPN VII Way Berulu Business Unit is a state-owned company with more resources in term of funding, and most of the company capital is owned by the state, allocated to provide services to the public more that taking the profit., Furthermore, the company's management structure is more complex so that employee job satisfaction is far more guaranteed compared to a private company such as PT XYZ.

The Work Environment

The work environment in this study describes the conditions of production employees at PT XYZ. This variable was measured using the Sedarmayanti (2017) theoretical approach with six dimensions, namely temperature, air circulation, lighting, noise, employee relations, and employee relations with superiors. The distribution of respondents' answers to work environment variables can be seen in Table 2.

Most of the dimensions in the work environment variable are categorized as good and normal, except for the temperature dimension which is categorized as quite good. The highest score was obtained in the noise dimension which amounted to 508. This indicates that the noise generated from the sound of production equipment and machinery is considered

normal by employees because it does not interfere with their work activities. The lowest score was achieved in the temperature dimension with a total score of 209. In this regard, the company needs to put more concern about the comfort environment for the employees while in the production room to be more conducive (cooler).

The classification was based on the number of work environment indicators, consisting of eight items, and the total number of respondents, which was 63. Based on these parameters, a score range of 403.2 was obtained, with a minimum possible score of 504 and a maximum of 2,520. The total score derived from the respondents' answers amounted to 1,897. This score was then categorized according to the predetermined classification thresholds, as presented in Figure 3.

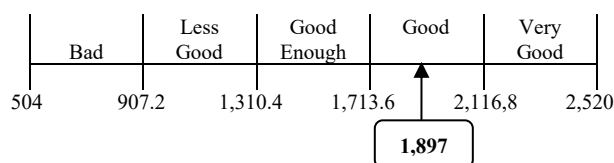


Figure 3. The work environment categorization line

Based on the categorization results presented in Figure 4, it is evident that the work environment falls into the good category, with an achievement level of 75.28 percent. This indicates that the work environment established by the company is considered conducive. Accordingly, it can be concluded that the company consistently strives to create a work environment that supports both the execution of tasks and employee comfort, as these factors can significantly influence the performance of production employees. Similar findings were reported in the study by Yantu *et al.* (2022), which revealed that employees at PT PG (Sugar Factory) Tolangohula Gorontalo experienced a work environment categorized as good. This was attributed to the company's attention to employee comfort, encompassing both physical and non-physical aspects of the work environment, a practice also implemented by PT XYZ.

The Work motivation

Work motivation in this research illustrates the level of motivation among employees in the production department to complete their tasks. The measurement of the work motivation variable refers to Herzberg's two-factor theory, as described by Robbins and Judge (2015), which includes four -

dimensions: responsibility, recognition, organizational policy and administration, and job security. These four dimensions are employed to assess the extent to which employee motivation is cultivated within the work environment.

The distribution of respondents' answers for the work motivation variable is presented in Table 3. All dimensions of the work motivation variable are in the good category. The job security dimension has the highest score with a total score of 523. This justifies that employees' job security while working and being in the company environment is guaranteed by the company. The dimension with the lowest score is the recognition dimension of 458. In this context, companies need to prioritize the interests of their employees in addition to the interests of the company in the formulation of regulations and policies that will be enforced so that employees do not feel disadvantaged by these regulations and policies.

Based on the calculation of the range per category of work motivation dimensions, a score of 403.2 was obtained, with a minimum score of 504 and a maximum score of 2,520. The total score in the classification can be seen to be 1,989 (Figure 4).

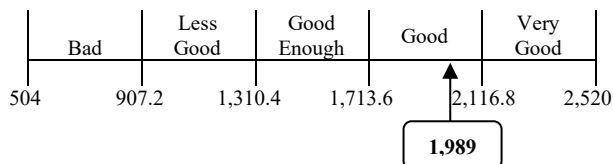


Figure 4. The work motivation categorization line

It is found from the categorization results that work motivation is included in the good category, and its achievement was 78.93 percent. This states that the work motivation that exists in employees is good. Thus, it can be concluded that the company put attention on the motivation of the employees to be enthusiastic at work because this can affect the performance of production employees.

Tabel 3. The distribution of respondents' answers on work motivation variable

No.	Dimensions	Σ Score	Σ Indicator	Category
1	Responsibility	520	2	Good
2	Recognition	488	2	Good
3	Organization policy & administration	458	2	Good
4	Job security	523	2	Good
Total		1,989	8	

Table 4. Distribution of respondents' answers on employee performance variables.

No.	Dimensions	Σ Score	Σ Indicator	Category
1	Work Quantity	434	2	Good
2	Work Quality	531	2	Very Good
3	Timing	485	2	Good
4	Work effectiveness	526	2	Good
5	Work independence	514	2	Good
Total		2,490	10	

Contrary to the research of Sari *et al.* (2019) that explains that work motivation is included in the moderate category (quite good) in PT XXX employees. This is because PT XXX has not guarantee a sense of security for employees while working at the company, while PT XYZ guarantee the job security of its employees.

The Employee Performance

Employee performance in this research was evaluated by the respective supervisors of the employees. This evaluation served as a means to assess the work performance of employees in the production department of PT XYZ. The Performance variables were measured by referring to the dimensions of work results by Robbins and Judge (2015) in the form of work quantity, work quality, timeliness, work effectiveness, and work independence. The distribution of answers to employee performance assessment results is shown in Table 4.

All dimensions in the employee performance assessment are in the good category. The Work quality is the dimension with the highest score of 531. This indicator reveals that the quality of employee work is excellent, as evidenced by the company's consistently high product quality standards. Meanwhile, the work quantity dimension shows the lowest score, 434, indicating that the volume of work completed is not yet optimal.

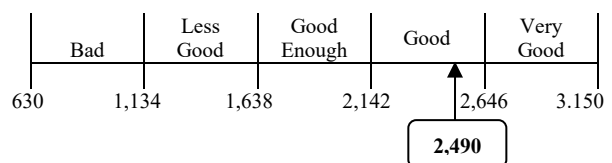


Figure 5. Employee performance categorization line.

Therefore, the company needs to strive to improve the work quantity of its employees so that the company's production targets can be achieved by the production department employees.

The determination of the category interval was based on the number of indicators of the job satisfaction variable of 10 items and 63 respondents so that the interval in each category is 504 with a minimum score of 630 and a maximum score of 3,150. After that, the classification of the total answer score of 2,490 was carried out through the categorization line in Figure 5.

It is found that employee performance is in the good category and the achievement was 81.59 percent. This shows that the performance of the company's production employees is good. Thus, the company's productivity has been guaranteed and its business can continue to be developed. Comparable to Djalil's research (2020) which explains that employee performance is included in the good category in the production employees of PT Daya Anugrah Mandiri. This is because both PT Daya Anugrah Mandiri and PT XYZ are equally concerned with the performance of their production employees to always make improvements and improvements in achieving good product quality as expected by consumers. This result is similar to the research of Hanifah *et al.* (2022) that employee performance is categorized as good in the process operator employees of PT Sugar Labinta.

Effect of Job Satisfaction, Work Environment, and Work Motivation on Employee Performance

The independent variables in this study consist of job satisfaction (X1), work environment (X2), and work motivation (X3), while the dependent variable is employee performance (Y). Additionally, there are mediating variables in the form of job satisfaction (X1) and work motivation (X3). The variables in this study are ordinal, so to examine their influence, the data must be transformed from ordinal to interval data using the MSI method. The data was then subjected to path analysis (Path Analysis). The results of the path analysis for this study can be seen in Figure 7.

In this path analysis, classical assumption tests were conducted, including normality, multicollinearity, and heteroskedasticity tests. The results of the normality test indicated a p-value of 0.200, suggesting that the data in this study were normally distributed (p-value > 0.05). The subsequent classical assumption test, the multicollinearity test,

Table 5. Path coefficient of direct and indirect Effects

Variable Effect	Path Coefficient	
	Direct Effect	Indirect Effect
X ₁ relative to Y	0.437	0
X ₂ relative to Y	0.040	0
X ₃ relative to Y	0.300	0
X ₁ relative to Y by X ₃	0	0.489 x 0.300 = 0,147
X ₂ relative to Y by X ₃	0	0.415 x 0.300 = 0.125
X ₂ relative to Y by X ₁	0	0.727 x 0.437 = 0.318

yielded VIF values of 2.936, 2.705, and 3.406, respectively. Based on these results, multicollinearity is not detected, as all VIF values are below 10. Furthermore, the results of the heteroskedasticity test using the Glejser method shows significance values (Sig.) of 0.118, 0.651, and 0.576 for each independent variable when tested against the absolute residuals. These values indicate the absence of heteroskedasticity in this study, as all significance values exceeded (Sig. values > 0.05).

In the Figure 6 can be seen the path coefficient of each influence between variables in this study. The path coefficient shows the magnitude of the direct effect between the independent variable and the dependent variable, while the magnitude of the indirect effect path coefficient is presented in Table 5.

Job satisfaction has the greatest influence on employee performance, which is 0.437. The sense of satisfaction of employees while working in this company will have a good impact on the performance of these employees. Employees who are satisfied with their work will tend to be more involved and improve their performance than employees who are not satisfied so that job satisfaction is very influential in achieving company goals. In line with research of Quinta and Bernarto (2021) which states that job satisfaction has a direct effect on employee performance at PT XYZ, because employees at the company are already satisfied with the work they do while working at the company so that an increase in employee performance can be achieved from the employee's satisfaction.

Work motivation has an influence of 0.300 on employee performance. The work enthusiasm that exists in employees can improve their performance. Employees who are motivated to work will give more contribution to the company. Hence, the company will give more support, motivation and

encouragement to increase the performance and enthusiasm of the employees.

Work motivation has an influence of 0.300 on employee performance. The enthusiasm of employees can improve their performance. Employees who are motivated to work in this company will contribute better to the company by supporting the performance of these employees, so it is necessary to maintain and provide motivational encouragement so that employees are enthusiastic about their work. In line with the research of Harahap and Tirtayasa (2020) which explains that work motivation affects the performance of employees of PT Angkasa Pura II (Persero) Kualanam Branch Office.

The work environment has the smallest influence on employee performance, which is only 0.040. The physical work environment in this company has not fully met the comfort of employees at work related to temperature, air circulation, lighting, and noise felt by employees so that it does not improve employee performance. Similar to the research of Sundayo *et al.* (2021) which explains that the work environment has no directly affect to the performance of employees of Paris Superstore Kotamobagu, because the work environment at the company is not comfortable and safe for the employees to work, particularly in term of lighting, air temperature, air circulation, and the space needed by employees.

Job satisfaction has a greater direct effect than its indirect effect through work motivation on employee performance ($\rho = 0.437 > \rho = 0.147$) so that the direct effect is chosen as a model. Achieving high employee performance in this company can be done by increasing employee satisfaction while working in the company without going through work motivation, because employee job satisfaction in this company does not motivate these employees to improve their performance.

Employee satisfaction in this company can be increased through the provision of varied work, providing timely salaries, clean and comfortable workplaces, working groups that work together, and intense supervision activities while employees work. Contrary to Sugiyono and Rhajeng's research (2022) which states that job satisfaction has an indirect effect through work motivation on the performance of employees of the DKI Jakarta Provincial Food Security, Marine and Agriculture Office in 2020. This is due to the achievement of job satisfaction by employees in the company in full, who are civil servants, which makes employees motivated to do their work more actively so that employee performance increases, marked by getting the job done well.

The work environment has a greater indirect effect than its direct effect on employee performance, both through work motivation ($\rho = 0.125 > \rho = 0.040$) and job satisfaction ($\rho = 0.318 > \rho = 0.040$). However, the indirect effect of work environment on employee performance through job satisfaction is greater than that through work motivation ($\rho = 0.318 > \rho = 0.125$) so this result is chosen. Optimizing a conducive and comfortable work environment is a strategic effort that companies must undertake to enhance employee satisfaction with existing working conditions. An ideal work environment can be achieved through proper temperature regulation, adequate air circulation, low noise levels, and the cultivation of positive social interactions, both among employees and between employees and their supervisors. In line with research by Nadapdap *et al.* (2022) which explains that the work environment has an indirect effect through job satisfaction on the performance of employees of the Shoe Factory in Surabaya.

A work environment that meets employee expectations can create job satisfaction, which ultimately has a positive impact on their performance.

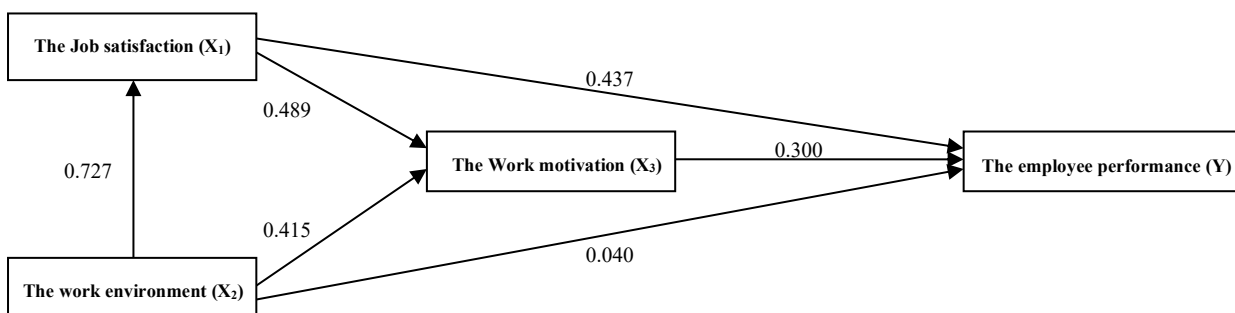


Figure 6. Path analysis diagram of the effect of job satisfaction, work environment, and work motivation on employee performance.

Thus, creating a work environment that meets employee expectations not only increases job satisfaction but also contributes significantly to overall performance improvement within the company.

CONCLUSIONS

Job satisfaction is in the satisfied category, while work motivation, employee performance, and work environment are in the good category for PT XYZ production employees. Job satisfaction has direct effect on employee performance while the work environment has an indirect effect through job satisfaction on the performance of PT XYZ production employees. Work motivation affects the performance of PT XYZ production employees.

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